

**PILOT LOCAL GOVERNMENT  
PARTNERSHIP PROGRAM**

**EXPERTISE NEEDED IN  
BOTH THE CITY OF  
NOWY SĄCZ AND THE  
PUBLIC SERVICE ZONE OF  
NOWY SĄCZ**

Prepared for



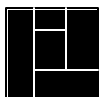
East European Regional Housing Sector Assistance Project  
Project 180-0034  
U.S. Agency for International Development, ENI/EEUD/UDH  
Contract No. EPE-C-00-95-001100-00, RFS No. 611

Prepared by

William R. Wagner  
Citizens Democracy Corps  
Volunteer Advisor

under subcontract to

The Urban Institute



**THE URBAN INSTITUTE**

2100 M Street, NW  
Washington, DC 20037  
(202) 833-7200  
[www.urban.org](http://www.urban.org)

March 1997  
UI Project 06610-611



## **PILOT LOCAL GOVERNMENT PARTNERSHIP PROGRAM**

### **EXPERTISE NEEDED IN BOTH THE CITY OF NOWY SACZ AND THE PUBLIC SERVICE ZONE OF NOWY SACZ**

The following list of expertise was developed independently by the City and the Zone.

#### **NEEDED BY BOTH THE CITY AND THE ZONE**

##### ***Financial Management System Review and Training***

A crucial aspect of local self government management is the financial management system. If systems and procedures allow for error and/or mismanagement, both the citizen and the Central Government will have a powerful and compelling source of criticism. Both the City and the Zone management recognize the need for the development of local government management systems which recognize the expanded responsibilities local government now have to the State and citizens.

##### **Recommended Expertise**

This is not a short term project. An expert in financial management systems should be contracted with over a several month period to:

- ! Examine the system in place
- ! Propose options in procedure and organization of information
- ! Propose options in terms of report development and distribution
- ! For those options selected, train or cause to have trained, staff and management and the City Council in the new methods and reporting system
- ! Where systems would require changes in national or local laws, the expert should draft language that can be carried in some appropriate way to the appropriate national or local government person, office or legislative body

This expert should be an expert in Polish accounting practices, both governmental and private. More than likely the expert will be certified as both an accountant and auditor. Since this project could have a significant impact regarding the effectiveness in modern local government practices, it would seem very appropriate for both State and international support to finance.

This activity is not appropriate for a short term US Advisor, no matter how well qualified. It would take them weeks if not months to simply get to the bottom line in current practices. That is, to understand what really is being done with the money, rather than understanding the theory of what is supposed to be done with the money.

### ***Computerization of Government Functions***

An expert capable of quickly analyzing current government processes and recommending existing software and hardware solutions to increase productivity. For some gmina, the existing capacity is advanced, others have nothing at all. The anticipated solutions would involve:

- ! Original document development (letters, memos, reports), production and long term storage
- ! Intra-gmina (city) communications and document transfer
- ! Inter-gmina communications and document transfer
- ! Database management for tax collection, fee collection, permitting and licencing
- ! Database management for citizen information (available jobs (possibly tied to the State Labor department) gmina activities, NGO activities, etc)
- ! Geographic Mapping system for land related and socio/economic data management
- ! Equipment and software recommendations, including cost

### **Recommended Expertise**

- ! Someone capable of doing a three week assessment as described above, and the developing an extensive report off site. Then assisting the gminas in the implementation of the accepted recommendation, including establishing an extensive training and support program.

This is not a short term assignment, although aspects of the assignment can be done with short time on-site work. Several months of effort are required to do this assignment well.



## ***Solid Waste Management System Analysis***

An expert is needed to assess the entire structure of solid waste management including, collection, transfer, landfill operations and recycling.

It is recognized that a new regional landfill is needed. However, the expertise exists in Nowy Sącz to design such a facility according to department officials. What is needed for this project is an expert who could suggest techniques for gaining consensus regarding the location of such a site. Even though such a site does not need to be an environmental problem, the perception is that it will be. Therefore, a “Not-in-my-back-yard” public process is needed.

### **Recommended Expertise**

- ! An expert in solid waste system management. Probably a two to three week engagement for assessment. Then a return engagement of a week to present the findings of the assessment.
- ! An expert in public process to arrive at location decisions for infrastructure improvements that are not perceived as desirable.

## **EXPERTISE NEEDED BY THE CITY OF NOWY SĄCZ**

### ***Bond Financing***

The City would like to receive a bond rating and training in the process of financing investments through the use of bonds. Building this capacity for the City will greatly enhance its self-government strength. This project would require little on-site time. Rather, it would establish and a longer term financial advisor relationship, which would be valuable to the future of the City. It could certainly be a model for other local governments to follow.

### **Recommended Expertise**

- ! A bond financing expert with a proven track record in local debt financing in Poland, through the use of bonds. This expert would be expected to guide the City through the processes of acquiring a bond rating, and, acquiring a bond for debt financing.

### ***Customer Service Orientation Training***

The City management would like to improve the techniques utilized by City employees when responding to citizens in all facets of City government. Particularly important is the style of contact for the City Guard, who enforce many of the City's laws dealing with solid waste disposal, littering and parking.

Designing a tool to measure the impact of this training would be essential to the assignment.

#### **Recommended Expertise**

- ! A person with appropriate staff training skills for the tasks outlined above. If organized in advance, this could be a one week engagement.

### ***Stray Dogs***

Poland is noted for its love of dogs. The City of Nowy Sacz is no exception. This situation brings with it the stray "homeless" dog problem faced by every city in the United States. The City would appreciate some suggestions regarding how this problem is handled in the United States.

#### **Recommended Expertise**

- ! A person familiar with both city dog control practices and the operation of NGOs who care for stray dogs (e.g. Humane Society). This could easily be a one week assignment, with a potential follow-up to help establish an appropriate NGO, if that was determined to be desirable.

### ***Information Policy for Intra-staff Communications***

The proper flow of information within local government is essential for strengthening the self-government model. Even in well run United States cities, staff always feel that there is not enough information flowing to them or it is information they are not interested in receiving. Since the current system is very limited, the expert will have to spend considerable time learning how both the formal and informal process currently operates so they can make sound recommendations for a long term strategy for improvement.

Follow-up training will definitely be needed to implement the strategy recommended.



### **Recommended Expertise**

- ! An expert in organizational communications with extensive local government experience. This is not a public information specialist.

### ***Training in Council and Management Board Operating Processes and Style***

Modern local self government is different than the old style. Processes utilized to raise and discuss issues. Ways to involve the appropriate citizens. Ways to set goals and objectives and tie those to a budgeting process all can be improved. Especially important is the role of policy making verses the role of implementing policy. Too often a policy body can get too involved in micro-managing implementation, to the detriment of both their time to focus on policy issues and staff's ability to implement.

Several week long assignments would be required. It would be essential to have the same experts each time so that learning the personalities does not have to be repeated with each engagement.

### **Recommended Expertise**

This assignment would best be accomplished by a team of an elected official and their city or county manager. Both sides of the issues can be presented. And, it is much easier for an elected official to tell another elected official how to do their job, and what that job is, than it is for an appointed person to do that task.

### ***Establishment of an Office of Community and Economic Development***

Following on both the City Council's decision to set up such an office and several advisor assignments, the City will need assistance in facilitating the structural establishment of the office. It will be important for the expert to be able to facilitate a specific structural design process that involves group and individual decision making regarding the staff and functions to be transferred in to this department and the associated budget. Also, the skills needed by new staff will have to be described.

Since it seems likely that the actual line of management of this department (not under a City Management Board member) will be the case, careful planning of the new control and direction system will be necessary.

This engagement will require at least 4 weeks, because of the number of persons to be consulted and the politically sensitive nature of the assignment. The process to be used here is more important than the actual structure of the new department.







### **Recommended Expertise**

- ! Someone from local government management with proven skills at establishing new politically sensitive departments. This could be a consultant, but they must have had in their past direct local government management experience.

### ***Internet Training***

The advent of the Internet has opened a new era in both research capability and communications. The City would like a expert to train staff in the workings of the Internet as a research tool. This same expert should be able to train in the writing of home pages for the City and its departments.

Once the City has staff access in place, it will need to develop a policy regarding the use of the service, as have most US cities.

The assignment should be able to be accomplished in one week with proper advance work to set up staff meetings (both group and with key individuals).

### **Recommended Expertise**

- ! An Internet consultant familiar with local government uses, issues and policy.

## **EXPERTISE NEEDED BY THE PUBLIC SERVICE CITY ZONE OF NOWY SACZ**

### ***Work Force Quality Program Development***

When the Zone decides to implement a Work Force Quality Program as a part of its economic development and secondary school responsibilities it can accelerate this process through the use of appropriate expertise from programs already in place elsewhere.

There are several steps critical to the establishment of such a program that involve setting up a process to analyze the needs of business and the changes needed in the school curriculum. There are a number of vested interest groups that would have to be involved. Certainly the school teacher and business persons would have to play a central role. And, if course work is to be redesigned, the Education Ministry will also have to be involved.

This is not a short term project. Instead it could be a major initiative for the Zone and firmly demonstrate the value of local government self determination in the area of education in Poland. That is, one region of the nation can come up with a new idea, and implement it, rather than waiting for the State to change things.

**Recommended Expertise**

- ! A person or persons familiar with both the local and statewide issues of establishing a work force quality program involving modification of basic school curriculum. The State of Oregon has been utilizing such a program for 5 years and could be the source of such expertise.